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By **MEMORANDUM FOR: Chief of Operations, DD/P****ATTENTION****SUBJECT****: Recommendations of the 1959 IG Survey
of the A&E Staff, OTR, Relevant to the
Clandestine Services**

1. An IG survey was conducted during the first half of this year for the purpose of examining and appraising the activities of the A&E Staff. The relationships of the A&E Staff with other Agency components were also examined. These included the Clandestine Services, the Medical Staff, the Office of Personnel, and other components of OTR. The recommendations which have greatest relevance to DD/P are as follows:

a. "The DTR direct the reorientation of A&E activities to be more responsive to Agency needs by a substantial reduction in management services and a concomitant increase in emphasis on operational support."

b. "The DTR in collaboration with the SSA-DD/E confer with COPS-DD/P with respect to the revision of to achieve a clearly stated policy on psychological assessment of Clandestine Services personnel which includes a routine requirement for such assessment in certain specific operational assignments and also provides for direct communication between responsible operational supervisors and the A&E Staff assessors."

c. "Chief, A&E, assign to Assessment Branch the primary responsibility for developing improved relations with the Clandestine Services, to include conducting whatever research is necessary, utilizing the facilities of TSS to the fullest extent."

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I would like to meet with you at your convenience for the purpose of discussing the above recommendations. As background for this discussion I will summarize below certain information on the development and services of the A&E Staff which will place the IG recommendations quoted above into a more meaningful context.

2. As you know, the use of psychological assessment for the support of selection and training of individuals for covert activities originated with OSS. Seven years ago, just prior to the establishment of the A&E Staff, psychological assessments of agents and clandestine personnel were being made by a small component of the Covert Training Division, OSO. With the merger of covert and overt training in what is now the Office of Training the responsibility for psychological assessment also was assigned to DTR. At about the same time, the Office of Personnel, also in its formative stages, was developing a program of testing and evaluation of applicants and employees. This function was also transferred to DTR, and the combined activities were incorporated as the A&E Staff. [redacted] who resigned from the Agency in September of this year, assumed command of the Staff in 1953. He was an industrial psychologist who was very much interested in integrating psychological services into the personnel processes of this organization. Under his direction, the Staff became strongly oriented toward the better known and more securely established fields of psychology which deal in the measurement of intellectual abilities and aptitudes; there was a de-emphasis on the more imprecise and less explored areas concerned with the assessment of people engaged in unconventional or abnormal pursuits. In the words of the IG survey,

"The result has been an unbalanced effort on the part of A&E which places major emphasis in money and manpower on services to personnel management rather than on operational support."

3. The IG goes on to say,

"Support to the intelligence mission encompasses a broader and much more vital field of activity. Probably of greatest importance is the assessment of operational personnel, both agent and staff. Psychology can make a valuable contribution to the success of clandestine operations by assisting in the determination of case officer and agent capabilities. Another important contribution is in the training of case officers in the psychological aspects of agent handling and recruitment. Psychologists also can be properly used in support of psychological warfare operations, the indirect assessment of intelligence target personalities, and substantially, in intelligence analysis of developments in the field of human behavior generally."

The IG concluded this portion of his survey by making the recommendation quoted in paragraph 1, a. above.

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4. In reviewing the psychological services presently provided by the A&E Staff to the different components in the Agency, the IG noted that specific policy guidance for the use of these services was not covered adequately in Agency regulations or in Clandestine Services Instructions. This condition had resulted in psychological services being utilized without adequate consideration being given to the priority of requirements by the different components. According to the IG, this lack of policy guidance from CSI's had resulted in DD/P using A&E support in the following manner:

a. "There has been a marked increase in DD/P requests for test interpretation during the past fiscal year. This service has found general acceptance throughout the Agency and is now used extensively by Career Service panels and personnel officers of DD/P components to aid in administrative determinations."

b. "Requests for intensive assessments declined somewhat during this period, although not to a significant degree. The greatest need for intensive assessment is in support of clandestine operations and particularly in those activities which subject a person to extreme psychological pressures. The staff or contract agent under deep cover or Agency employees in denied countries should be carefully assessed before being committed to action. The Agency must take every means available to insure against personnel failure in these circumstances. The costs are far too high to take unnecessary risks. Psychological assessment is not an instrument of mathematical precision but it can give reliable guidance particularly in the less obvious areas of human behavior."

c. "The Clandestine Services has no specific policy on the psychological assessment of personnel. The determination of need for assessment is made by individual supervisors who exercise judgment without adequate guidance. As a result there is no uniformity in the determination of who will be assessed and for what purpose. Some supervisors are reluctant to request assessment even when the need is indicated because the employee might find it objectionable. Such attitudes are understandable in the absence of clearly stated policy. Objection to assessment can be largely overcome by establishing it as a routine requirement for certain specifically defined job assessments. Deep cover and denied area assessments fall into this category. The [] training program described in [] should incorporate intensive

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assessment as a firm requirement rather than the present permissive provision which passes the burden of decision to the supervisor. Assessment as a matter of routine removes any implication of stigma that may be attached when it is required on a selective basis."

d. "The DD/P is in the process of revising [] which is concerned with psychological assessment procedure. This directive should include a clear statement of policy to the effect that intensive assessment will be required for all Agency employees under consideration for the assignment to positions and certain specific job categories where psychological assessment will help to insure the success of the operational program. Since assessment results must be treated as privileged information, the CSI should also provide for direct communication between A&E Staff assessors and responsible operating officials at the branch chief level or above."

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The IG went on to make the recommendation quoted in paragraph 1, b. above.

5. The basis for the IG's statement quoted in paragraph 1, c. above was as follows: A&E assessment psychologists should develop first-hand knowledge whenever possible of operational personnel and activities. Since assessment judgments had to be based upon this type of knowledge and upon certain types of research studies, closer association between the assessment psychologists and operational personnel of DD/P was seen as a necessity. He advocated that a closer association between the A&E Staff and the psychologists in TSS/ [] would be helpful. The report concluded,

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"The Assessment Branch (A&E) is capable of handling data gathering, personnel or vocational studies, and whatever research is deemed necessary. In the past areas of mutual interest between A&E and the psychological component of TSS had not been fully exploited and opportunities for constructive and productive joint action had been lost. TSS has extensive facilities which can be utilized profitably by A&E and these channels should be developed aggressively by the Assessment Branch."

It should be noted that very favorable relations at present exist between the two offices referred to in this paragraph. Whenever possible, the research needs of the A&E Staff, when relevant to assessment of staff or agent personnel, could be fulfilled by directing requirements to TSS, [] through DD/P.

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6. In implementing the IG's recommendation that [] be revised, I would suggest that we approach it as follows: rather than review that specific CSI, it would be more helpful to review first the

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basic policy essentials which should be included in that paper. I am forwarding (see Attachment A) for your consideration a summary of policy items pertaining to DD/P requirements for the use of psychological services. Although these are primarily based upon the IG's recommendation, the A&E Staff has made additions or elaborations which seem relevant from the working level. It would be very much appreciated if we could get together to discuss the revision of [] and related policy matters at your earliest convenience.

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SIGNED

MATTHEW BAIRD
Director of Training

Attachment:
As described above

Distribution:

Orig. & 1 []

- 1 - COPS-DD/P
- 1 - DTR
- 1 - A&E
- 2 - PPS

OTR/PPS [] (1 Oct 59)

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SUGGESTIONS FOR POLICY ITEMS TO BE INCLUDED IN

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For the purpose of implementing the recommendations of the recent IG survey of the A&E Staff, suggestions are presented in this attachment for policy items to be considered in connection with the revision of

Many of these items were based upon specific recommendations of the IG, others have been added by the A&E Staff based upon its experience with working level problems.

1. DD/P Requirements for the Use of Psychological Services

a. Intensive Assessment

(1) All persons, staff employee and contract, being considered for deep cover assignments overseas should go through the intensive assessment process.

(2) All staff employees being assigned to denied areas.

(3) All persons going to areas which have unique operational or other working problems or situations. It is assumed that the individual's job suitability for such assignments involves the appropriate attitudes, aptitudes, skills, and adaptability. Examples of this category would be the assessment of individuals going to difficult posts in Africa, the Near East, or the Far East. Areas having unique operational working problems of this type would have to be designated by DD/P.

b. A&E File Review

A file review of A&E files should be made on all persons designated for overseas assignment. Review should be made at the time the individual is being considered for assignment and before the individual has been notified of this. This is presently being covered by the Medical, Security, Personnel, Training Panel; however, by the time the Panel checks are made

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the individual is already well under way in his processing. This makes it very difficult to utilize the A&E file data effectively. The intent is to make sure that the review is made much earlier in the processing of the individual for overseas.

c. Support of Operational Selection, Assessment, and Training Programs

(1) The [redacted] SR Division has requested close support by the A&E Staff in the selection, assessment and training of [redacted] agent types.

(2) There have been other selection and training programs conducted by operations divisions which A&E services could have supported. Examples of these: an OSS type of selection and training program was conducted [redacted] by operations officers. It was reported to us that they had requested A&E assistance but never received an answer from headquarters when they made a request for such assistance. A second example is the [redacted] conducted by [redacted] in which he has requested an A&E psychologist from either headquarters or the Training [redacted] to assist in revitalizing the selection and testing process of the [redacted] establishment. A third example, FE Division has recently indicated that a number of [redacted] will be brought in for training sometime in the future. They are requesting assessment support; the details are not yet known.

(3) Two A&E officers are now permanently stationed at the [redacted] to provide assistance to training programs at [redacted] to assist other field stations in the selection of trainees, of agent personnel, and in other forms of A&E support to operational programs in the field.

d. Support to Psychological Warfare Operations

The IG suggested that A&E psychologists might be of valuable assistance in planning and evaluating psychological warfare programs. This would be support to the PP Staff.

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2. Validation

a. Since validation of the assessment results is the most meaningful way in which the assessment process can be evaluated and improved, cooperation from the DD/P operational people in providing feedback information is of the utmost importance. The following are suggestions as to how this information might be meaningfully accumulated.

(1) Follow-up interviews with the operational desks as to the individual's suitability for the field assignment as indicated by the individual's performance in the field after one or two years.

(2) A&E interviews of returnees from deep cover assignments and from denied and problem areas.

(3) It might be meaningful to conduct some type of research at headquarters or in the field to get a consistent picture of the operational job requirements of certain areas and of the problems to which individuals have to adjust. This is the type of research that is being carried on by other Government agencies either through contractors or their own research facilities. Maxwell Institute of Syracuse University is doing this in connection with its overseasmanship program. Civil Service has conducted research programs of this type.

(4) It might be valuable to consider adding a section to the fitness report of personnel in the Clandestine Services which would specifically cover suitability for overseas assignment. This would be used by supervisors in the field. It is not at present covered in the fitness report of this organization. It is something that the Foreign Service systematically covers in its own fitness report system.

3. Communication of Assessment Results to Operational Supervisors

A&E is often called upon to make a verbal report to the operational desk immediately after the assessment has been conducted. It should be a policy of DD/P that this verbal report when given is conveyed directly by the A&E psychologist to the individual who is to make the actual decision

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concerning the assessee. In the past, personnel officers and individuals and administrative assistants have requested these verbal reports. They state that this information is required as a part of the over-all file which will be presented to the desk supervisor or division chief who is to make the final decision on the person assessed. However, verbal reports can very easily be misconstrued, misunderstood, and reinterpreted if they go through an intermediary. They must go directly to the individual by whom the decision is made.

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